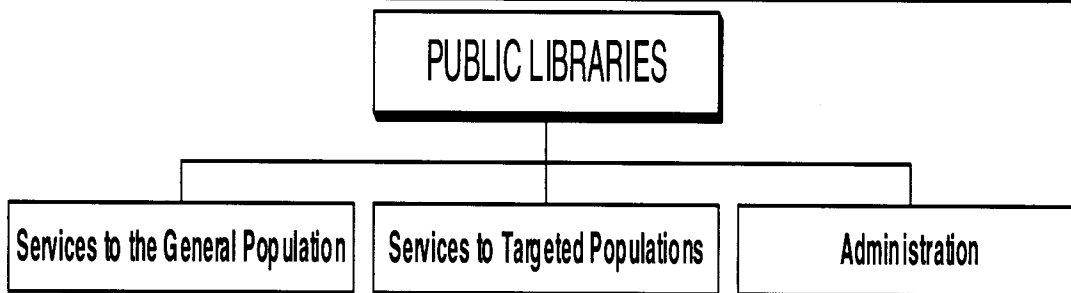


PUBLIC LIBRARIES

Departmental Program Structure and Outcome Measures



OUR VISION

Montgomery County Public Libraries is the gateway for easy and equitable access to information, ideas and enrichment - where the lifelong learning needs of people are met by a diverse staff through traditional library services and new methods of information delivery, and where community needs and interests are considered in the planning and provision of all types of library services.

OUR MISSION

The public library offers free and equal access to services and resources to assist the people of Montgomery County in finding ideas and information to sustain and enrich their lives.

OUR VALUES

Montgomery County Public Libraries believes in the right of all individuals to learn and to grow. We value intellectual freedom; quality service; diversity; fairness; professional ethics; and respect for our customers, our community, and ourselves.

OUR KEY RESULTS

1. The library system will provide Montgomery County residents with the current, accurate information that they need for work, school, or personal interests.
2. The library system will provide Montgomery County residents with the library materials and resources they want when they want them.
3. The library system will provide resources to help preschool children develop skills needed to enter school ready to learn.
4. The library system will provide quality customer service to all Montgomery County residents.
5. The library system will operate in an efficient and effective manner.

STRATEGIC DIRECTIONS FOR FY01-05

1. Expand and develop direct services; strengthen and tailor library collections and facilities to meet the varied needs of each community. This direction statement addresses both the traditional library services provided by Montgomery County Public Libraries and new services or new formats needed to meet the current and emerging needs of Montgomery County residents.
2. Move the information to the user and empower users to help themselves. This direction statement addresses the environment in which we operate, with high customer expectations that change rapidly, a customer base with varying needs, and new tools to provide effective information services.
3. Serve as an essential educational resource enabling and advocating lifelong learning. This direction statement addresses the effective use of library services and resources for education by Montgomery County's residents.
4. Provide equitable access to information and services for all users. This direction statement addresses our fundamental commitment to provide library services for all members of the community.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES

1. Friends of the Library, Library Board, and Local Advisory Committees
2. Montgomery County Public Schools, Maryland Department of Education (Division of Library Development and Services)
3. County elected officials and the community

MAJOR PROGRAM AREAS

1. Services to the General Population
2. Services to Target Groups
3. Administration

DEPARTMENTAL OUTCOMES

| | FY02 ACTUAL | FY03 ACTUAL | FY04 ACTUAL | FY05 BUDGET | FY05 ACTUAL | FY06 APPROVED |
|---|----------------|----------------|----------------|----------------|----------------|------------------|
| Circulation per capita | 12.9 | 13.2 | 13.6 | 11.8 | 12.1 | 12.1 |
| Circulation per registered library card holder | 23.0 | 26.4 | 23.3 | 22.3 | 21.7 | 21.9 |
| Average number of people using public Internet workstations per public service hour per branch | 13.0 | 13.9 | 12.6 | 14.6 | 13.8 | 13.8 |
| Number of pre-school program attendees | 60,994 | 61,763 | 53,361 | 67,500 | 64,769 | 60,000 |
| Total number of visits to the library | 6,779,926 | 7,167,582 | 6,972,090 | 7,604,088 | *6,323,251 | 6,300,000 |

Notes:

* For FY05, the total number of visits to the library as reported was artificially reduced due to the malfunction of several of the devices used to count library visitors.

LIBRARIES

PROGRAM:

Library Services to Targeted Groups

PROGRAM ELEMENT:

Early Childhood Programs and Services

PROGRAM MISSION:

To offer programs to Montgomery County's pre-school children to introduce them to the benefits of literacy, encourage them to read, and familiarize them with library services

COMMUNITY OUTCOMES SUPPORTED:

- Young children ready for school

PROGRAM MEASURES

| | FY02 ACTUAL | FY03 ACTUAL | FY04 ACTUAL | FY05 BUDGET | FY05 ACTUAL | FY06 APPROVED |
|---|----------------|----------------|----------------|-----------------|----------------|------------------|
| Outcomes/Results: | | | | | | |
| Circulation of picture books (000) | 2,112 | 2,138 | 2,029 | 2,200 | 1,961 | 2,200 |
| Number of pre-school program attendees | 60,994 | 61,763 | 53,361 | 60,000 | 64,769 | 60,000 |
| Turnover of picture book collection (per year) ^a | 5.5 | 5.7 | 5.6 | 5.6 | 5.1 | 5.6 |
| Service Quality: | | | | | | |
| Percentage of parents rating the quality of service as "excellent" or "good" | 98 | 98 | NA | 98 | NA | NA |
| Efficiency: | | | | | | |
| Cost per program offered (\$) | 202.56 | 287.06 | 214.45 | 214.45 | 200.00 | 222.05 |
| Cost per attendee (\$) | 7.17 | 8.39 | 7.64 | 6.79 | 6.28 | 7.03 |
| Workload/Outputs: | | | | | | |
| Number of visits to the Library's "Kidsite" website ^b | NA | 90,235 | NA | NA | 13,621 | 20,000 |
| Total number of early literacy workshops for parents, caregivers, and service providers | 16 | 24 | 30 | ^d 15 | 19 | 30 |
| Total number of pre-school programs (e.g. storytimes and other pre-school programs) | 2,159 | 1,806 | 1,900 | 1,900 | 2,035 | 1,900 |
| Average number of programs held per month per branch | 8.2 | 6.8 | 7.2 | 7.2 | 7.7 | 7.2 |
| Inputs: | | | | | | |
| Expenditures | | | | | | |
| Materials (\$000) | 215 | 180 | 180 | 180 | 180 | 180 |
| Salaries (\$000) ^c | <u>222</u> | <u>338</u> | <u>227</u> | <u>227</u> | <u>227</u> | <u>242</u> |
| TOTAL (\$000) | 437 | 518 | 407 | 407 | 407 | 422 |
| Workyears ^c | 2.3 | 4.1 | 3.2 | 3.2 | 3.2 | 3.2 |

Notes:

^aThe "turnover rate" corresponds to the average number of times that library materials in the collection are checked out in a year.

^bThe County website usage tracking software, which became available in November 2003, was not producing data for the Kidsite homepage. This problem has been solved, and data became available again beginning in January 2005.

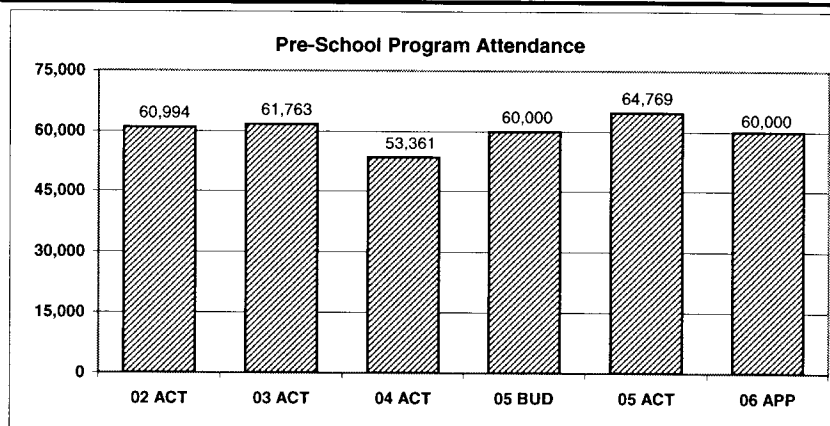
^cBeginning in FY03, the salaries and workyears associated with the Libraries' early childhood programs include staff time associated with planning and delivering storytime programs, and the staff of the Noyes Library for Young Children. Prior to FY03, the salaries and workyears associated with the Libraries' early childhood programs only included the staff time associated with planning and delivering storytime programs.

^dThe number of workshops is dependant upon filling a grant-funded Library Associate position. The figure reported assumes that this position will be filled at the earliest possible opportunity.

EXPLANATION:

The Libraries' early childhood programs and services provide two main types of programming geared towards developing the literacy skills of the pre-school population: (1) pre-school storytimes and related family programs based on books for early literacy; and (2) literacy programs for parents, caregivers, and service providers (e.g. Head Start and Early Head Start programs), conducted since FY00 in collaboration with Montgomery County Public Schools, the Collaboration Council, and other program partners.

Public Libraries measures the usage of materials in the collection geared towards the pre-school population. In addition, the Department is beginning to track the number of visits to the "Kidsite" website.



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Montgomery County Public Schools; Department of Health and Human Services - Early Childhood Initiative; Montgomery County Collaboration Council for Children, Youth, and Families; Head Start; Public Library Association's Early Literacy Initiative.

MAJOR RELATED PLANS AND GUIDELINES: Department of Public Libraries Strategic Plan FY 2001-2004.

LIBRARIES

PROGRAM:

Library Services to the General Population

PROGRAM ELEMENT:

Circulation Services

PROGRAM MISSION:

To structure a comprehensive and responsive collection of materials that meets the educational, recreational, and information needs of a diverse community

COMMUNITY OUTCOMES SUPPORTED:

- An educated and informed community
- Responsive government services
- Equal access to information and services

PROGRAM MEASURES

| | FY02 ACTUAL | FY03 ACTUAL | FY04 ACTUAL | FY05 BUDGET | FY05 ACTUAL | FY06 APPROVED |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| Outcomes/Results: | | | | | | |
| Circulation per capita | 12.9 | 13.2 | 13.6 | 11.8 | 12.1 | 12.1 |
| Circulation per registered library card holder | 23.0 | 26.4 | 23.3 | 22.3 | 21.7 | 21.9 |
| Turnover rate of the collection (annual) ^a | 3.8 | 3.8 | 4.2 | 3.8 | 3.9 | 3.9 |
| Number of items circulated (millions) | 11.3 | 11.9 | 11.4 | 11.2 | 11.4 | 11.5 |
| Service Quality: | | | | | | |
| Percentage of customers satisfied with the waiting time to obtain materials | NA | NA | NA | 75 | NA | TBD |
| Percentage of customers reporting the availability of general library materials as "excellent" or "good" | NA | NA | 94 | 75 | NA | TBD |
| Efficiency: | | | | | | |
| Circulation per workyear | 86,284 | 87,116 | 88,697 | 87,057 | 88,647 | 89,425 |
| Circulation per public service hour per branch | 197.5 | 208.8 | 196.7 | 199.9 | 203.6 | 205.4 |
| Cost per item circulated (\$) | 0.98 | 1.02 | 1.04 | 1.06 | 1.03 | 1.10 |
| Percentage of circulation checked out via self-charge machines ^b | 8.8 | 12.0 | 41.0 | 50.0 | 42.9 | 50.0 |
| Workload/Outputs: | | | | | | |
| Registered library card holders (000) ^c | 489 | 451 | 489 | 440 | 525 | 525 |
| Annual public service hours (000) | 57 | 57 | 57 | 56 | 56 | 56 |
| Size of the collection (000) | 2,949 | 2,959 | 2,693 | 2,950 | 2,944 | 2,950 |
| Inputs: | | | | | | |
| Expenditures | | | | | | |
| Materials (\$000) | 4,795 | 5,055 | 4,845 | 4,995 | 4,841 | 5,334 |
| Salaries (\$000) | 6,271 | 7,076 | 6,993 | 6,908 | 6,908 | 7,340 |
| TOTAL (\$000) | 11,066 | 12,131 | 11,838 | 11,903 | 11,749 | 12,674 |
| Workyears | 130.5 | 136.6 | 128.6 | 128.6 | 128.6 | 128.6 |

Notes:
^aThe "turnover rate" corresponds to the average number of times that library materials in the collection are checked out in a year.

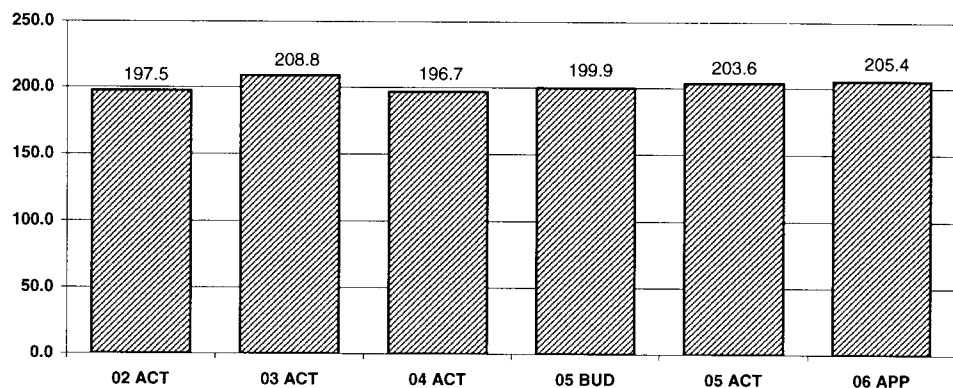
^bBeginning in FY04, the department consolidated its self-charge machines from ten branches into five. The measure is calculated as the percentage of circulation via self-charge machines at those five libraries with two or more machines. During FY05, Gaithersburg Library added three self-charge machines via a grant. Use ranged from 16 percent at Quince Orchard (one machine, excluded from the measure above) to 66 percent at White Oak (three machines).

^cBeginning in FY03, the department annually purges inactive records from its registered users databases.

EXPLANATION:

Circulation steadily increased over the past decade by an average of three percent per year. In recent years, this exceptional level of growth can be attributed to the greater use of automated services by the public - including telephone and online renewal services - as well as a general increase in the number of materials being checked out by the public. However, recent reductions to the materials budget are beginning to have a negative impact on circulation.

Number of Items Circulated Per Public Service Hour Per Branch


PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Friends of the Library.

MAJOR RELATED PLANS AND GUIDELINES: Department of Public Libraries Strategic Plan FY 2001-2004.

LIBRARIES

PROGRAM:

Library Services to the General Population

PROGRAM ELEMENT:

Information and Reference Services

PROGRAM MISSION:

To accurately answer questions from the public and help adults and children use information resources inside and outside the library

COMMUNITY OUTCOMES SUPPORTED:

- An educated and informed community
- Responsive government services
- Equal access to information and services

PROGRAM MEASURES

| | FY02 ACTUAL | FY03 ACTUAL | FY04 ACTUAL | FY05 BUDGET | FY05 ACTUAL | FY06 APPROVED |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
|--|----------------|----------------|----------------|----------------|----------------|------------------|

Outcomes/Results:

| | | | | | | |
|--|----|----|------|----|----|----|
| Percentage accuracy in providing answers to questions ^a | NA | NA | 62.5 | NA | NA | NA |
|--|----|----|------|----|----|----|

Service Quality:

| | | | | | | |
|---|----|----|----|----|----|-----|
| Percentage of customers reporting the length of time spent waiting in line as "excellent" or "good" | NA | NA | NA | 75 | NA | TBD |
|---|----|----|----|----|----|-----|

Efficiency:

| | | | | | | |
|--|-------|-------|-------|-------|-------|-------|
| Questions answered per workyear | 4,200 | 3,900 | 4,200 | 4,100 | 5,100 | 4,100 |
| Questions per public service hour per branch | 11.9 | 11.4 | 12.1 | 11.7 | 14.8 | 11.7 |
| Cost per question answered (\$) | 1.66 | 1.97 | 1.89 | 2.00 | 1.58 | 2.12 |

Workload/Outputs:

| | | | | | | |
|--|-------|-------|-------|-------|-------|-------|
| Annual public service hours (000) | 57 | 57 | 57 | 56 | 56 | 56 |
| Total number of questions answered (000) | 676.6 | 650.4 | 687.6 | 654.5 | 827.0 | 654.5 |
| Number answered via "Ask-A-Librarian" e-mail service (000) | 1.3 | 2.4 | 2.2 | 2.9 | 2.4 | 2.9 |
| Number answered via "Digi-Ref" service (000) ^b | 0.3 | 2.0 | 0.4 | 1.6 | 0.6 | 1.6 |
| Number answered via phone and walk-in service (000) | 675 | 646 | 685 | 650 | 824 | 650 |

Inputs:

| | | | | | | |
|---------------------------------|--------|--------|--------|--------|--------|--------|
| Expenditures - salaries (\$000) | 11,216 | 12,780 | 12,990 | 13,062 | 13,062 | 13,891 |
| Workyears | 162.1 | 168.2 | 163.2 | 160.7 | 160.7 | 160.7 |

Notes:

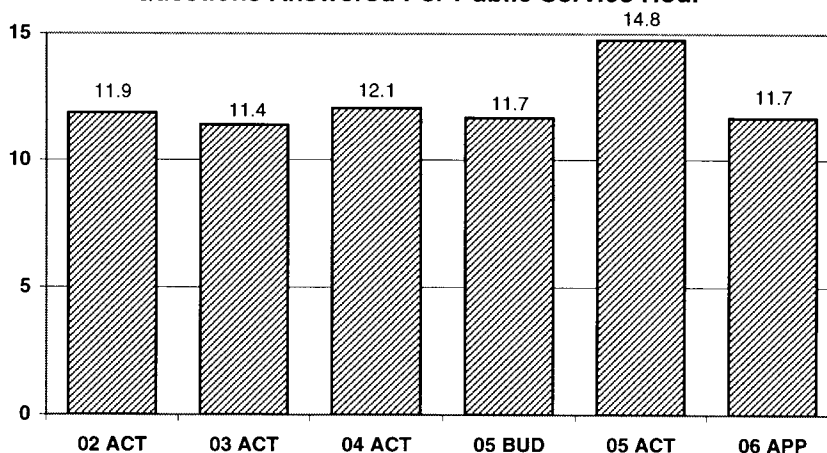
^aService quality and accuracy are assessed through reference accuracy testing. A contract for testing services began in FY03, with the results received in early FY04. Reference accuracy testing is only performed on a periodic basis due to the cost. No testing is scheduled for FY05 or FY06.

^bDigi-Ref is a real time, text-messaging based reference service. The service began in May 2002.

EXPLANATION:

One of the key results sought by the Montgomery County Public Library is to provide Montgomery County residents with the library materials and resources they want when they want them. To help achieve this goal, the Library is developing and adopting new service delivery methods for addressing the public's information and reference needs. The new methods include the "Ask-A-Librarian" e-mail reference service, as well as Digi-Ref, a real-time, text-messaging reference service. While the Library is currently placing greater focus on the newer, more innovative service delivery options, it maintains a strong emphasis on traditional telephone-based and walk-in reference services.

Questions Answered Per Public Service Hour



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Department of Technology Services.

MAJOR RELATED PLANS AND GUIDELINES: Department of Public Libraries Strategic Plan FY 2001-2004.

LIBRARIES

PROGRAM:

Library Services to the General Population

PROGRAM ELEMENT:

Networked Services

PROGRAM MISSION:

To provide all Montgomery County residents with electronic access to accurate, timely information and reference services via the Internet and in-library terminals

COMMUNITY OUTCOMES SUPPORTED:

- An educated and informed community
- Responsive government services
- Equal access to information and services

PROGRAM MEASURES

| | FY02 ACTUAL | FY03 ACTUAL | FY04 ACTUAL | FY05 BUDGET | FY05 ACTUAL | FY06 APPROVED |
|--|----------------|------------------|----------------|----------------|----------------|------------------|
| Outcomes/Results: | | | | | | |
| Online content provided - number of online databases | 25 | 33 | 35 | 40 | 40 | 42 |
| Service Quality: | | | | | | |
| Availability of online databases (percentage of hours available) | 99 | 99 | 99 | 99 | 99 | 99 |
| Efficiency: | | | | | | |
| Average number of people using public Internet workstations per public service hour per branch | 13.0 | 13.9 | 12.6 | 14.6 | 13.8 | 13.8 |
| Average percentage of time that public Internet workstations are used ^e | 86 | ^d 110 | 31 | 60 | 50 | 49 |
| Workload/Outputs: | | | | | | |
| Number of public Internet workstations | 281 | 281 | 281 | 262 | 262 | 279 |
| Number of people using public Internet workstations (per year) ^e | 737,665 | 862,494 | 729,953 | 923,731 | 771,179 | 771,179 |
| Number of searches of online databases ^a | NA | 514,724 | 662,461 | 682,276 | 769,854 | 792,950 |
| Number of visits - Library website ^b | NA | NA | 1,180,000 | 1,197,456 | 1,284,398 | 1,200,000 |
| Number of page views - Library website ^b | NA | NA | 3,680,000 | 3,179,964 | 3,394,799 | 3,180,000 |
| Inputs: | | | | | | |
| Expenditures - online databases (\$000) | 461 | 417 | 445 | 546 | 546 | 560 |
| Expenditures - salaries (\$000) | 111 | 115 | 125 | 133 | 133 | 141 |
| Workyears ^c | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |

Notes:
^aA "search" refers to actively searching for a specific keyword, title, subject, etc. in an online database.

^bTracking software data managed by the Department of Technology Services became available in November 2003. July - September 2003 data were estimated.

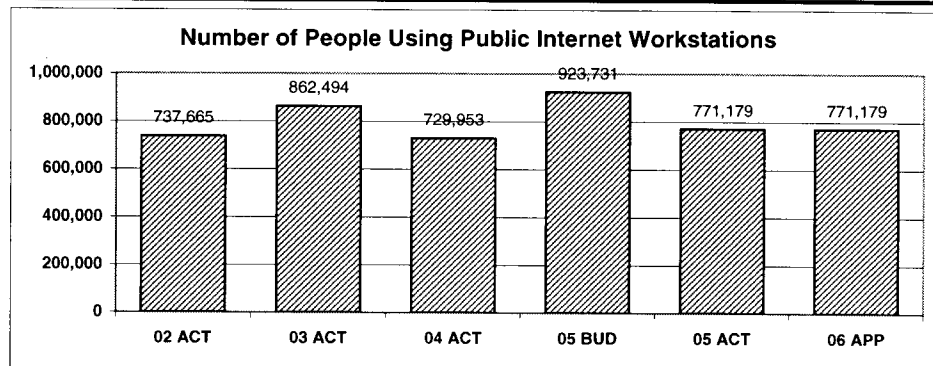
^cWorkyears include the Electronic Services Librarian and IT support from the Library's Technical Services staff.

^dUsage exceeded the number of scheduled one-hour slots because many workstation users needed less than an hour.

^ePrior to and during FY04, the signup process for public Internet workstations was manual, and this measure was estimated based on the ratio of the number of Internet users to the number of one-hour time slots available. In May 2004, two libraries implemented automated Internet signup. Under this system, a library patron who wants to use a public Internet workstation signs in at a dedicated terminal and is automatically assigned a computer for up to an hour. As soon as that user signs off, the workstation can be assigned to a new user. The actual usage of each public Internet workstation is monitored automatically, leading to an accurate computation of the overall percentage of time that the workstations are used. The FY04 Actual figure is based on actual use during May and June, 2004, in the first two libraries to implement this approach. Automated Internet signup has been expanded to all County libraries in FY05.

EXPLANATION:

The Library's networked services program encompasses a range of services, including the provision of public access to Internet workstations for research, access to online databases, remote access to the library catalog, and content to users via the Library website. The Montgomery County Public Libraries is currently at the forefront in gathering usage statistics related to networked services.


PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Department of Technology Services.

MAJOR RELATED PLANS AND GUIDELINES: Department of Public Libraries Strategic Plan FY 2001-2004.